

Joint City Manager/General Manager Thoughts on Consolidation of Shared Services

While the City Charter establishes separate responsibilities for both the City Manager (CM) and the General Manager (GM), we believe there are specific opportunities for combining some shared services in order to capture efficiencies of messaging, communications, and an improved neighbor experience. To that end, we have taken the following actions:

1. General Government, as the city's multi-purpose entity, will house the Office of Government Affairs and Community Relations to provide service to all departments within the city, including GRU. As part of this transition:
 - a. GRU's current Inclusion and Diversity (I&D) work will be transferred and managed through the Office of Diversity and Inclusion (OEI).
 - b. Programs which have historically been housed solely within GRU will now be open city-wide. For example, GRU's Brighter Tomorrow Scholarship Banquet, as well as other programs of currently in GRU's Community Outreach Office will be re-branded as a City program under the Office of Government and Community Relations.
 - c. The Director of Government and Community Relations will report to the City Manager, with dotted line responsibility to the GM.
2. The City's Human Resources Department will continue as a shared service to all City departments, although the CM and GM will undertake an analysis to re-envision the department to better serve the specialized needs of GRU and other Charters.
 - a. The Director of Human Resources will report to the CM, with dotted line responsibility to the GM.
 - b. The GM will explore changing the current Chief People Officer (CPO) title to one that better depicts the role's responsibilities. For example, the CPO is more of an organizational strategist for the utility, and the title could be changed to Chief Strategy Officer, or something similar. With this adjustment, it will make more clear the GM and CM's commitment to a shared services led by the Department of Human Resources.
3. The GM will explore the intersectionality of GRU's specialized mission with that of the City's multi-purpose mission in order to unify overall messaging. For example:
 - a. The GRU Daily will be updated with support from GG's Office of Communications to create a rebranded and singular, daily communication message with both GRU and GG Communications' Directors collaborating.
 - b. GRU will implement a plan to include the City of Gainesville's logo (city seal) on all its communications.
4. The CM and GM agree that the proposed new Climate Officer would be better served on the GG side. The CM and GM will develop this position to collaborate across all the lines of business that influence climate change.
5. The CM and GM have agreed that combining Budget, Finance, and Accounting (BFA), Information Technology (IT), and Procurement should be left for further study. The primary impediments are:

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- a. GRU has built substantial IT infrastructure to support its specialized services. Operating as an SAP-focused solution, GRU's IT overall investment of just under \$50 million forms the foundation of customer billing, metering, bond financing, BFA's financial reporting, as well as procurement interface with BFA.
- b. The CM is still in the process of reviewing GG's BFA and IT functions, and it is premature to combine those functions in any type of shared service at this time. Over the last 3 years, GG has made significant investment in procuring and implementing an enterprise resource planning system, Workday, to modernize financial and human resources processes. The financial investment of \$8.2 million is independent of GRU's financial system.
- c. The GM and CM have had preliminary discussions about sharing financial expertise. While the CM's BFA function is working on improvements, there might be an opportunity for the GM's BFA function to help shore up certain deficiencies/ staffing shortages in the short term with limited detail opportunities for GM BFA staff.

The next steps could be if the Commission is amenable:

1. Contact other city managers and utility general managers in similar situations to gain perspective.
2. Publish a request for proposal/ qualifications for an outside firm to conduct further analysis and give us a summary on steps going forward.

In summary, we believe the aforementioned thoughts and actions are a significant step forward to achieving a more one-city centric vision of the City of Gainesville.